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Internal 4-1

4 FEB 1957

MEMORANDUM FOR: The Director of Central Intelligence

SUBJECT: Language Development Program

1. GENERAL STATEMENT

a. Four action instruments are required to put the Language Development Program into effect. They are:

(1) A headquarters [   ] regulation pre-scribing the policy and responsibility for the development of language skill among Agency staff personnel and for the administration of Language Development Awards. These documents are identified as [   ] Language Development Program. They have been fully coordinated within the Agency, approved by the CIA Career Council and are ready for promulgation.

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(2) A headquarters [   ] Agency Notice [   ] which is your personal message to all personnel of the Agency. This notice informs all personnel of your interest in the program and urges them to participate in it to the fullest extent of their capabilities. These documents are identified as [   ] Language Development Program. They have been fully co-ordinated within the Agency, approved by the CIA Career Council and are ready for promulgation.

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(3) A headquarters [   ] Agency Notice [   ] Language Development Program, Schedule of Awards and Qualification Procedures. This notice describes the basis for determining the amounts of awards, establishes a schedule of awards by language groups, type of award, type and level of proficiency and by type of effort made by the individual in achieving his language proficiency. The notice further

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prescribes the use of a form called Language Data Record which provides for:

     (a) Application by the individual for achievement and maintenance awards.

     (b) Self-evaluation by the individual of his language proficiency as objectively and as accurately as possible in a format which lends itself directly to machine coding, and which is correlated with the data resulting from official Agency proficiency tests.

This notice is in draft form, not as yet reported out of committee as a recommendation to use for action by the CIA Career Council. Committee action on this draft will be completed during this week. The self-evaluation section of the form, however, was approved by the Council on 24 January 1957.

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     (4) A headquarters [ ] Agency Notice [ ] Language Development Program, Classification and Designation of Languages for Award Purposes. This notice was approved by the CIA Career Council at my recommendation on 24 January 1957. The notice contains a list of 40 languages, arranged in three groups, for which differing monetary values have been established. These languages are considered to be the most important languages in terms of current Agency needs, and, with one exception, they are arranged in groups according to the relative difficulty of learning the language. This notice further provides for the addition and deletion of languages to and from the list from time to time as Agency needs so indicate.

    b. In summary, all the action papers required to launch the Language Development Program have been drafted. Three of them are ready for publication,

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subject to your approval, and one remains to be processed by the Committee on Language Development and approved by the Career Council before it is ready for promulgation.

2. DISCUSSION

   a. <u>Costs of the Program</u>

      (1) <u>Chart #1, Schedule of Awards</u>

        (a) This chart indicates the monetary values, by types and levels of proficiency for each language group, for achievement and maintenance awards. The values shown are for "voluntary" effort, i.e. language training undertaken preponderantly during off-duty time. "Directed" effort, i.e. on-duty training, will merit one-half the amounts shown for achievement awards. Maintenance awards will be the same since all effort to maintain proficiency will be "voluntary" not "directed". By recommendation of the Career Council, no maintenance awards are authorized for elementary levels of proficiency in any of the three language groups. It was the view of the Council that maintenance of this low level of proficiency was of such little value to the Agency that it did not merit award, except for initial achievement.

        (b) In terms of benefits to the individual, one can earn a maximum average annual yield, by full participation in the Program over a 25 year period, of $200 to $325 per year. It was generally agreed that the scale of awards shown on the chart seems to offer adequate incentive to the individual.

      (2) <u>Chart #2, Estimated Annual Costs</u>

        (a) This chart, while it is highly speculative in its assumptions, is based upon the Schedule of Awards in Chart #1 and represents the best guess that can be made as to probable costs of the Program projected over a five-year period.

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(b) The cost base is computed on the assumption that four categories of personnel will enter the Program. It is interesting to note that some ___ on-duty personnel claim awardable proficiency in some ___ man-languages. These claims may not hold up under the fire of our proficiency testing program, but we have based our calculations on the assumption that they may.

(c) While the ratio of cost of maintenance awards to total costs of awards range between 85% to 95%, and therefore seem disproportionate to the Agency, they are not disproportionate to the individual. Moreover, after one or two years of experience with the Program, we may be able to realize economy in maintenance awards by placing time limitations on them, or by disallowing them for certain languages or certain levels of proficiency.

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(d) Turning to the costs of training, in support of the Program, of the amount shown, only $625,000 represents the current costs of operating the Language and Area School. A million and a quarter dollars of that figure is chargeable against 100 overseas trainees, exclusive of their salaries. An additional $350,000 is allocated for the ___ voluntary overseas trainees, and approximately $300,000 is included to establish an after-duty-hours language school for the estimated ___ headquarters volunteers. During the first year we have estimated that the cost of bringing our proficiency tests in line with the Program, and in time with it, to be $150,000. This work would be contracted out.

(e) On balance I estimate the average annual total costs of the Program to approach four million dollars per year.

b. OTR Personnel Requirement for the Program

(1) On the basis of the training load reflected on Chart #2, it is estimated that this Program may require a total of ___ personnel. However,

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many of these can be native speaker contract employees and not charge-
able against the Headquarters ceiling. Some of these could be staff
employees already on duty who are able and willing to conduct language
instruction on an overtime basis. The figure also included administrative
and support personnel to direct an off-duty language school and to
administer the 100 overseas trainees for which OTR will be required to
carry the total administrative burden.

(2) In any event the question of man power will be the subject of
a Management Staff survey and analysis to be submitted after OTR has
given full consideration to the possible use of external training facilities
in the Washington area, both governmental and private, in meeting the
projected training load.

3. RECOMMENDATIONS

I recommend that you approve this Program in principle and that neither
the regulation nor the notices be published until [   ] has been approved
by the CIA Career Council.

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MATTHEW BAIRD
Director of Training

1st Ind.   4 February 1957

The above was presented to the Director and Deputy Director by the Deputy   25X1
Director (Support), Director of Training, and Director of Personnel on 4 February
1957 at which time the Director gave his oral approval to the recommendation con-
tained in paragraph 3.

L. K. White
Deputy Director
(Support)

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LANGUAGE DEVELOPMENT PROGRAM
SCHEDULE OF AWARDS
(VOLUNTARY LANGUAGE TRAINING)*

TYPE OF PROFICIENCY	COMPREHENSIVE PROFICIENCY			SPECIALIZED PROFICIENCY		
LEVEL OF PROFICIENCY	HIGH	INTERMEDIATE	ELEMENTARY	HIGH	INTERMEDIATE	ELEMENTARY
LANGUAGE GROUP						
GROUP I ··· ROMANCE / GERMANIC						
ACHIEVEMENT AWARDS	400	200	100	200	100	50
MAINTENANCE AWARDS	200	100	NONE	100	50	NONE
GROUP II ··· ALL LANGUAGES NOT IN GROUPS I OR III						
ACHIEVEMENT AWARDS	800	400	200	400	200	100
MAINTENANCE AWARDS	400	200	NONE	200	100	NONE
GROUP III ··· CHINESE / JAPANESE / KOREAN						
ACHIEVEMENT AWARDS	1,200	600	300	800	400	200
MAINTENANCE AWARDS	600	300	NONE	400	200	NONE

* ACHIEVEMENT AWARDS FOR DIRECTED TRAINING ARE EQUAL TO ONE-HALF OF THE AMOUNTS OF ACHIEVEMENT AWARDS FOR VOLUNTARY LANGUAGE TRAINING

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LANGUAGE DEVELOPMENT PROGRAM
ESTIMATED ANNUAL COSTS
FIRST FIVE YEARS
BY CATEGORY OF CANDIDATES

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YEAR	1ST YEAR		2ND YEAR		3RD YEAR		4TH YEAR		5TH YEAR	
TYPE OF AWARD	ACHIEVE-MENT	MAINTE-NANCE	ACHIEVE-MENT	MAINTE-NANCE	ACHIEVE-MENT	MAINTE-NANCE	ACHIEVE-MENT	MAINTE-NANCE	ACHIEVE-MENT	MAINTE-NANCE
VOLUNTEERS [1]	54,000	——	157,200	NONE	79,200	27,000	103,200	45,000	——	96,600
(DIRECTED TRNG) [2]	38,000	——	42,000	——	38,000	44,000	42,000	44,000	38,000	88,000
(DIRECTED TRNG) [3]	50,825	——	50,825	33,075	50,825	66,150	50,825	99,225	50,825	132,300
AIMED AN-LANGUAGES [4]	——	922,300	——	922,300	——	922,300	——	922,300	——	922,300
TOTALS	142,825	922,300	250,025	955,375	168,025	1,059,450	196,025	1,120,525	88,825	1,239,200
TOTAL COST OF AWARDS	1,065,125		1,205,400		1,227,475		1,316,550		1,328,025	
COST OF TRAINING	2,775,000		2,625,000		2,625,000		2,625,000		2,625,000	
TOTAL COST OF PROGRAM	3,840,125		3,830,400		3,852,475		3,941,550		3,953,025	

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4. HIGHLY SPECULATIVE FIGURE. BASED UPON UNTESTED PROFICIENCY OF THOSE LISTED IN QUALIFICATIONS REGISTER. BOTH TYPES AND ALL LEVELS OF PROFICIENCY IN ALL LANGUAGE GROUPS.

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/S/

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Director of Training

1st Ind.   4 February 1957

The above was presented to the Director and Deputy Director by the Deputy Director (Support), Director of Training, and Director of Personnel on 4 February 1957 at which time the Director gave his oral approval to the recommendation contained in paragraph 3.

/S/
L. K. White
Deputy Director
(Support)

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